RJ Reynolds Tobacco Company

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SENT VIA E-MAIL

May 9, 1997

To: Division Managers

Re: P.M. Exclusive / RJR Lockout CIV Recaps

Dear Managers:

The attached Excel file (LCKPM97.XLS) contains updated information on each of your operations and assignments. This information should be utilized as you establish goals for your Sales Representatives.

The file that I sent you last year under the file name Lockpm3.xls contains data from SIS as of 10/1/97 and I highly recommend you do not use as we have had several assignments realigned and at least two divisions were totally remapped after this file was created.

The attached Excel file contains the following tabs and information:

- **DIV CIV** -- Recap of all Divisions and Region. Now includes 100+ Pack Indep. Potential reduction summary at Division and Region levels.
- **Assignments** -- This is the most important tab which contains all of the by-assignment information:
  - Recap only shows what you need (which means the lower volume breaks are gone.) The information remains (hidden) to still provide totals, but only the volume breaks that mean something to you are visible on the sheet. This will help you to isolate the Independent accounts and their potential.
  - **This tab is set with several sections where the framing of the report is frozen, this will allow you better control as you scroll through the report. The main header and left side assignment references will always be visible.**
  - CIV RECAP BOX This provides you with the Independent CIV above 100+ (pack) that could potentially be reduced in the assignment by eliminating P.M. Ex/ RJR Lockouts. This box should be your lead indicator as it represents what you could reach with a contract; i.e., P.M. Indep CIV % = 19.91%; 100+ Indep Potential = 15.91%, which means we could reduce P.M. Indep CIV in this assignment to 4.00%.

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Source: https://www.industrydocuments.ucsf.edu/docs/qsbp0000

- **Accounts**-- This tab contains all accounts that are reported as PMEX or RJR LOCKOUT. To view the accounts by assignment click on the down arrow on column B and click on the assignment you wish to review. You may also isolate only your total Division by clicking on the down arrow in column A and then click on your Division. **What you view you can Print, (i.e.; If I view only Assignment 112201 by clicking on the down arrow in column B and then choose this assignment I can print this assignment. If I click on the down arrow in column A and choose 1122 I can print all the assignments for that Division , but it will not page break at each territory change).**
- **Division Totals**-- This tab is driving some calculations linked to other tabs and probably contains limited information that you would find of interest, but you might want to check it out.

The following thought process needs to be utilized as you evaluate these materials:

- Which assignments are most vulnerable? Not only from a CIV percentage standpoint, but from a total volume perspective. Remember your higher volume assignments are key if you are to drive your results.
- Where is the most potential from an independent standpoint to reduce P.M. Exclusive?
- What is driving each assignment Chain or Independent, or both?

- **Once you have determined which accounts to attack you must remember that we have level funding on Pack contract dollars and you will need to make trade-offs as you establish your objectives for each assignment.**

Please contact me with any questions on the attachment or to discuss any thoughts you have on this topic.

Sincerely,

T. J. Fitzin

TJF/nsk

Attachment

cc: R. F. Kane

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Source: https://www.industrydocuments.ucsf.edu/docs/qsbp0000